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OFFICIAL REPORT

on the

EIGHTH AGENCY ORIENTATION COURSE

Document No. 5

NO CHANGE in Class. ☒

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I. Introduction

The Eighth Central Intelligence Agency Orientation Course was conducted by the Office of Training in the U. S. Department of Agriculture Auditorium on Tuesday, Wednesday, Thursday, and Friday, November 18, 19, 20, and 21, 1952. This was the fourth Agency Orientation Course conducted under Regulation   directing that such programs be held once every three months.

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II. Format of Program

1. Subject Matter Breakdown

Following our experience of allotting broad subject headings to eliminate duplication to the greatest extent and to bring a consecutive-type cohesiveness to the Course, we adopted the pattern which proved successful during the Seventh Agency Orientation Course, breaking down the material into four segments as follows:

- "Background"
- "Support and Coordination"
- "The Production Function"
- "The Impact of Intelligence"

This generic approach is based upon the fact that all new persons coming into the Agency go through the Indoctrination Program and by on-the-job experience become somewhat familiar with the workings of all Agency offices. At the same time, even though we do emphasize the functional approach, interspersed throughout the various presentations is sufficient material to identify major office objectives and accomplishments.

2. Introductory Remarks

Because of the desire of the DCI to appear on the concluding day of the Course, we set the tone on the first morning by introductory remarks given by the Deputy Director of Central Intelligence.

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### 3. Synopses

The printed program again contained a synopsis of what each speaker was to present, lending benefits to both speakers and audience by compelling those on the platform to think ahead of time about what they were going to say and by giving the persons taking the Course the opportunity to formulate questions ahead of time.

### 4. Highlights

This system of daily linkage was so well received during the Seventh Course that we used it again on this occasion instead of making summaries at the end of each day's presentations.

### 5. DCI's Message

In keeping with General Smith's decision, he came on the last day to expose himself to any questions that might be in the minds of those present.

## III. Particular Differences from Previous Courses

### 1. The Soviet Intelligence System

Because of insufficiency of time, this presentation was dropped from the Eighth Course.

### 2. Economic Intelligence

A new panel on Economic Intelligence took the place of what was previously done under the general term "Research" and gave the Economic function a prominence which it did not have on previous programs.

### 3. Intelligence In Action

On the fourth day of the program, a new subject was inserted with the objective of sewing into a unity many of the thoughts expressed about the intelligence process during the previous days.

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#### 4. New Personalities

a) The Deputy Director of Central Intelligence appeared on the opening morning.

b) Colonel L. K. White covered the subject of Administrative Support which had been done by Mr. [ ] during the Seventh Course.

c) Colonel [ ] who had appeared on the Sixth Course, took the place of Mr. Lyman Kirkpatrick in presenting the subject, "CIA's Collection."

d) Mr. Huntington Sheldon presented the subject, "Current Intelligence," which was done by Mr. [ ] during the Seventh Course.

e) Mr. Robert Amory, Jr. headed the panel on "Economic Intelligence," which was a new subject addition to the program.

f) In place of [ ] we had Mr. [ ] the Deputy Assistant Director of OSI, heading the "Scientific Intelligence" panel.

g) Mr. [ ] Deputy Director of Training (General), presented the new subject on "Intelligence in Action."

h) Brigadier General John B. Ackerman of the Directorate of Intelligence, USAF, was our guest in presenting "The IAC in Operation."

i) As our "guest" making a "special contribution," we had the President of the United States.

#### IV. Evaluation

##### 1. General Comment

More than on previous occasions, we have had many oral reactions and comments and some in writing expressing opinions regarding the format and content of the whole program. Generally speaking, the comments have been uniformly very good.

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As on previous occasions, we interpret such laudatory statements as merely an encouragement to continue the good and to strive for betterment rather than interpret them as a crutch upon which to rest. Since we of the Office of Training are presumed to know our fields of endeavor, we will continue to be our own most caustic critics. Therefore, even though politeness may at times prevent our receiving comments of the most frank type, we ourselves should be well aware of the strong points and the weak points of the Course. We are convinced that this is the only attitude which will kill any tendency toward indifference and continue to spark our efforts toward the attainment of best results.

## 2. Introductory Message

The informality of the Deputy Director of Central Intelligence, coupled with his sincerity, is a welcome opening stimulant, emphasizing training as an integral part of one's career in this very important field.

## 3. The Essence of Today's World Crisis

Mr. [ ] was not as good on this occasion as on previous appearances. His talk seemed to be of the leapfrog type, jumping in and out of philosophies and making the impression on many (somewhat similar to the Lenin-Marxist approach) of the mechanical determinism of history. A subject that is classified as "provocative" lends life to a program while a presentation which creates antagonism is not in the same category. I am afraid that Mr. [ ] presentation at the Eighth Course was much more in this latter category.

## 4. The Development of CIA

Though continuous efforts are made to keep this historic background presentation quite different from that done on the same subject at other places, I believe a whole new approach somewhat on the nature, theories and necessities for intelligence, minimizing the historic part, will bring a fresher approach to the subject and aid the program. In fact, it could be done in such a manner as to possibly eliminate the necessity of a presentation on the world crisis.

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5. Security—A Constant Need

25X1        Though Mr. [ ] continues to give a clear presentation, much could be done to improve both his substance and his method of delivery. By "method of delivery," I am not appealing for the oratorical approach. Many of us remember the excellent job done by Colonel Edwards during the Presentations Program. This is the kind of Security subject matter contribution we require on the Orientation Course.

6. Administrative Support

On the whole, this presentation by Colonel White did fill the bill very well. It could have been improved by shortening his descriptive material of the various offices under DD/A and giving more to what he covered rather briefly regarding the necessity for constant close working cooperation between administration and all types of intelligence operations. This reaction was picked up from many who were glad to listen to his observations on the fact that Administration does not TELL operators how to conduct their show.

7. Overt Collection

This effort of Mr. Howe was not as good as some of his previous presentations. Though he had some of his usual good points, his total effort lacked clarity and unity. I got the impression that since he had been with us on past programs he did not take time to prepare much, going on the assumption that what was done before should become easy of accomplishment with repetition. However, the gap of months between the seventh and eighth programs was too long to make such an assumption correct.

8. CIA's Collection

25X1        Though Colonel [ ] did a very creditable job, some parts of his presentation contained expressions which were perhaps too general to cover the organizational components of CIA which he was describing.

9. The IAC in Operation

25X1        [ ] has very little stage personality and platform ability. When we add to these drawbacks the dry manner in which his material was prepared, we get the inevitable result of program disappointment. His contribution reminded many

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of us of what was done by the FBI representative at the Sixth Course. Because of our receiving General Ackerman as a last-minute substitute for Major General Samford, Director, Air Intelligence, we should be grateful for what he did to fill the gap.

#### 10. Economic Intelligence

Because of the demands made upon his time as Acting DD/I, Mr. Robert Amory did not have sufficient opportunity to prepare himself in the fullest manner for his part on the program. More preparation would have brought about a shortening of his personal remarks with the allotment of additional time for panel discussion. On the whole, this presentation, even though it contained good factual material, was dull in its audience appeal.

#### 11. Current Intelligence

Mr. Sheldon's coverage of this subject was clear in the framework in which he decided to present it. We felt, however, that he stressed too much the organizational approach and could have accomplished better results by stressing the functional aspects of the work. It was indeed "down to earth" and, as such, was much more easily digestible by the rank-and-file members of the audience than Mr. [ ] rather brilliant philosophical discussion on this topic during the Seventh Course.

#### 12. Scientific Intelligence

Mr. [ ] and the panel members from OSI gave the program a much more lively, interesting and provocative discussion than did the Economic Intelligence Panel. This degree of success was in direct ratio to the preparatory efforts of these people. More can be done in the future to strengthen what we would put in the category of "good." Furthermore, for this panel as well as others, we must check into the availability, maybe by purchase, of better microphone equipment for use around the table.

#### 13. National Intelligence

Though [ ] was again very good, his office work demands of that time made him a very tired person. This had a

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tendency to dull the luster of his effort during the Seventh Course. However, his coverage of "National Intelligence" brings so much authentic documentation and human interest that we will have a tough time replacing him when he decides to return to the University of California.

### 13. Intelligence in Action

25X1 This presentation is a welcome and valuable addition to the Course. The total subject matter received competent and thorough coverage by our Deputy Director of Training (General), Mr. [ ] Comments on this subject, which should not be classed as adverse reactions but rather suggestions for a different format, indicate that a more simplified approach might explain in clearer fashion to the personnel of each of the offices what they do as individuals, which is an integral part of a total complicated machine. It has been suggested that perhaps this might be accomplished by minimizing the personal evaluations on the brands and kinds of information thrown into the hopper.

### 14. Foreign Intelligence Patterns

25X1 Dr. [ ] under the pressure of congested time, gave us a very clear analysis of [ ] intelligence systems with a few comments on German intelligence. He did not have the opportunity for some of his very good dialogue stories which we have heard in the past. His material is now becoming somewhat "dated" because of the passage of time and events. 25X1

### 15. DCI's Message

Those of us who were connected with the inner workings of preparing and implementing the Eighth Agency Orientation Course know that we expected the DCI to present a "message" for a sizable portion of the twenty-five minutes allotted to him. Hence, when he took the stage (and we mean "took" it) and immediately called for questions, we were compelled to jump into the breach and attempt to salvage what looked like an irretrievable cause. We at least had a modicum of success in our efforts and, of course, we are assured that we will take out an insurance policy against being caught in any such fashion as this during future programs.

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16. Special Contribution

Our honored guest, the President of the United States, gave to the program and to the Agency a worthwhile morale hypodermic by his very presence. The weakness of his method of presentation was very secondary to the importance of some of what he stated.

17. Audience Participation

From attachment, it is clearly indicated that by using the same yardstick to differentiate between old and new employees (those in the Agency for six months or more classed as "old"), the audience percentages during the Eighth Course were markedly much higher for the old-type personnel than during any previous course.

V. Recommendations

It is recommended that:

1. The subject, "Intelligence in Action," be retained as a permanent integral part of the Orientation Course pattern. The actual method of presentation can well await future decision.

2. We re-insert the subject, "Soviet Intelligence." With all of the emphases of today geared against the efforts of Soviet totalitarianism, a special contribution in the field of Soviet Intelligence would not only be timely and appropriate but almost essential.

3. We should give consideration to having someone from either our Office of Operations or Foreign Intelligence present the subject of "CIA's Collection." The very distribution of this work in our Agency tends to support our recommending that others be considered for the task. Furthermore, a large segment of our audience comes from the offices under DD/P.

4. We follow the suggestion of retailoring the program of the first day by changing the historic presentation of the Agency into a more fundamental statement of the need for national intelligence as growing out of the impact of current world events. With this time, we could telescope the present contributions on "The Essence of Today's World Crisis" and "The Development of CIA" into one more potent-type contribution.

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5. A change in State Department representation for the subject, "Overt Collection," be considered. This will be easy to bring about since Mr. Howe himself on each occasion has asked that others receive consideration. Incidentally, there is one man in State's intelligence organization who could do a bang-up job on this topic.

6. The Economic Intelligence Panel be strengthened by better preparation on the part of the AD/CRR and a more wise choice of panel members with the combination of knowledge and ability to impart it. We know that Mr. Amory will want to bring about such a result.

7. The subject, "Foreign Intelligence Patterns," be presented by someone with a more current knowledge of developments than our good friend [ ] now possesses. If we cannot find such a person, it would be helpful for [ ] to recast his presentation so as to spend his entire time on the broad philosophy of intelligence in the overseas countries which relates itself to the mores, customs, usages of the nations rather than to the specific organizational patterns. We know he can do this well since part of his presentation has been in this field.

8. The format of having the DD/CI at the beginning and the Director at the end be continued as a solid framework for the fourth-day program. The "catch all" concept of the DCI on the fourth day contains much merit. In addition, this will always be a convenient period for his introduction of our honored guest.

9. We continue the system of daily attendance checks, which we inaugurated during this course, as a method of ensuring best regular attendance.

10. Quotas be established by the Orientation and Briefing Division as a guide for the TLO's in planning their attendance figures for the regular quarterly Orientation Course. This suggestion has come from one office which has done a good job in taking full advantage of all training facilities to aid the personnel of that office.

#### VI. Appreciation

As on all past occasions, the Eighth CIA Orientation Course would not have been successful without the aid and real support

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of the Director of Training, the Deputy Director of Training (General), many offices under the DD/A, and, of course, the active participation of many of our speakers from the offices under DD/I.

In our efforts to maintain the standard of these Courses, we have not been able to avoid unanticipated flaps, pitfalls, problems, and other earmarks of human endeavors. Thus, even though our goals are well-established and our sights beamed in proper directions, the actual staging of the Courses gets no easier. That is why we are so grateful for the sympathetic assistance which comes from all sides.

Of course, the last special customary word of thanks is given to [redacted] for standing up under the pressure, even though some of them were quite sick physically while the Course was being conducted.

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Chief, Orientation and Briefing Division

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**SUPPLEMENT**

to the

**OFFICIAL REPORT**

on the

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**Attendance Figures**

The official attendance at the Eighth Orientation Course, based upon the actual matching of daily attendance cards and adding 20 IAC guests, is 541. This figure is presented (a) by office, (b) by grade, and (c) by old and new employees. To the first category, we have appended the actual quotas which were established by us after receipt of the first attendance request from the various offices.

a) **By Office:**

	<u>Actual</u>	<u>Quota</u>
D/CI. . . . .	2	2
DD/I. . . . .	1	1
OTR . . . . .	20	14
OCD . . . . .	40	42
ORR . . . . .	64	65
ONE . . . . .	4	4
OIC . . . . .	2	3
OGE . . . . .	34	35
OSI . . . . .	21	23
FI. . . . .	71	85
PP) . . . . .	72	80
PM) . . . . .		
OO. . . . .	62	62
TSS . . . . .	13	13
I & S . . . . .	17	17
Personnel . . . . .	39	39
OC. . . . .	26	24
Gen. Serv. . . . .	15	15
Proc.&Sup. . . . .	7	10
Gen. Coun. . . . .	3	4
Audit. . . . .	2	2
Compt. . . . .	3	10
Med. . . . .	3	5
	<u>521</u>	<u>555</u>
IAC Guests	<u>20</u>	<u>36</u>
Totals	<u>541 *</u>	<u>591</u>

\*Last day approximately 50 more attended.

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b) By Grade:

GS-3.	. . . . .	2*
GS-4.	. . . . .	25*
GS-5.	. . . . .	92
GS-6.	. . . . .	11
GS-7.	. . . . .	88
GS-8.	. . . . .	6
GS-9.	. . . . .	77
GS-10	. . . . .	2
GS-11	. . . . .	56
GS-12	. . . . .	48
GS-13	. . . . .	34
GS-14	. . . . .	19
GS-15	. . . . .	20
GS-16	. . . . .	1
GS-17	. . . . .	1
GS-18	. . . . .	1
CPC-29.	. . . . .	1
U-99.	. . . . .	1
Military.	. . . . .	36
		<hr/>
		521

\*The 27 persons in these two grade levels attended at the request of their superiors.

c) By Old and New Employees (defining old employees as those who have been with the Agency over six months):

Old Employees.	. . . . .	388	74.5%
New Employees.	. . . . .	<u>133</u>	<u>25.5%</u>
		521	100.0%